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DD/S&T 1375-72

5 May 1972

MEMORANDUM FOR:

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Jack:

Carl and I have reviewed the project proposal to review S&T intelligence products and have also asked for comments from Dr. Chamberlain and Mr. Brandwein. Let me offer the attached memorandum from Dave Brandwein as a summary of our thoughts on the matter.

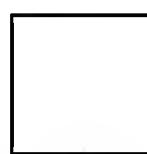
With regard to Mr. Brandwein's first comment about other activities that are already underway, I too have heard Mr. Sorrels' preliminary report on his analysis and I have been impressed with his technique and the comprehensiveness of his work. I think you would find his methodology of interest as you plan your own procedures. In any event, it would seem important to incorporate or take account of his data and analysis in whatever work the community undertakes.

Mr. Brandwein's comment about the significance of informal reporting to the production business is particularly important. So is the fact that many of the requirements against which we work are informal in nature and frequently not documented in a routine fashion. It will be important to take both these factors into account in planning the inventory of products and requirements.

Let me know if I can help in any way.

**DD/S&T  
FILE COPY**

Donald H. Steininger  
Assistant Deputy Director  
for  
Science and Technology



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Attachment:  
As Stated

**Distribution:**

Orig. - Addressee w/att.  
1 - Dr. D. Chamberlain w/att.  
1 - Mr. D. Brandwein wo/att.  
1 - Chrono  
1 - Mr. C. Duckett  
2 - DD/S&T Registry

O/DD/S&T:DHSteininger [redacted] (5 May 72)

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28 April 1972

DD/S&T# 1310-72

MEMORANDUM TO: Assistant Deputy Director for Science and Technology

SUBJECT: Comments DCI/IC/PRG proposed project,  
"The Production of S&T Intelligence"

1. In general, the idea of doing a study of S&T intelligence production makes sense. But it ought to take advantage of work already going on in this field. I know of two current efforts which cover much of the area proposed by [redacted]

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2. First, Charles Sorrels, OMB, has been studying the missile and space technical analysis process. He has been busy at this for the last six months, and now has a lengthy report in draft. Sorrels has focused on such matters as the dissemination of raw intelligence to analytic groups, the allocation of manpower to different research projects and the quality of communication between analytic groups. He expects to finish the job soon. Following this, the report is to be sent by the Director of OMB to the DCI, and a response will no doubt be expected.

3. Second, the IG is conducting, for Mr. Colby, a study of the evaluation of finished intelligence. The investigators are [redacted] and [redacted] Their effort includes all producers of finished intelligence within the CIA. They have been looking into such things as the nature of the work produced, how consumers' requirements are passed to CIA and how producers get feedback on the quality of their work. I believe the study is nearly complete, and should go to Mr. Colby soon.

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4. We and other S&T intelligence producers have spent a great deal of time gathering material for Sorrels and talking to him. A lesser amount of time has been spent with [redacted] It seems to me that the people on the D/DCI/IC staff assigned to the new study ought to review

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SUBJECT: Comments DCI/IC/PRG proposed project, "The Production of S&T Intelligence"

the OMB and IG reports very carefully before they launch a fresh effort. If they did this, there is good chance they would save themselves some time. They would also save some of my time.

5. Finally, there is one other thing about the terms of reference for the new study that bothers me. I get the feeling that the people who wrote it intend to look only at written in-depth reporting, like NIEs and STIRs. If that is so, it is a mistake. I think the major impact of intelligence on policy-makers comes from less formal reporting, such as briefings by the DCI to the NSC or briefings by Mr. Duckett to the Verification Panel. Any study of S&T intelligence production which doesn't take into account informal reporting is not likely to be of much use.



DAVID S. BRANDWEIN  
Director  
Foreign Missile and Space Analysis Center

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13 April 1972

MEMORANDUM FOR: Mr. Carl Duckett, DDS&T  
SUBJECT : Proposal to Review S&T Intelligence Products

1. The attached project proposal, "The Production of Scientific and Technical Intelligence," has been discussed with Bronson Tweedy as something which the NSCIC Working Group could properly sponsor.

2. Mr. Tweedy and I both recognize that an effort of this type would involve considerable effort, but in proposing it to him, I felt that the proposed first annex--essentially a description of S&T production activities throughout the intelligence community--is an essential foundation for anything the NSCIC Working Group might propose to do in the S&T field. The second annex--which would evaluate the manner in which present products are responding to consumer needs across the boards--would be difficult to accomplish but I feel that it is necessary in view of the large amount of resources being applied to S&T production.

3. Before any further consideration is given to the proposal, Mr. Tweedy would appreciate your reaction and any recommendations you might have.

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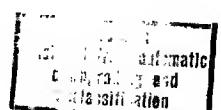
Chief, PRG/IC

Attachment:

3 copies, PRG Project 11-72

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5 April 1972

DCI/IC/PRG

PROJECT NO. 11-72

PRODUCT REVIEW PROGRAM

TITLE: The Production of Scientific and Technical Intelligence

SPONSOR: D/DCI/IC

TYPE PROJECT: Production Improvement

INITIATION APPROVED: By the NSCIC Working Group on

ACTION  
RESPONSIBILITY: DCI/IC/PRG

PROBLEM: To assess the manner in which scientific and technical intelligence is produced in the U.S. intelligence community; how and by whom consumer needs are expressed, the division of responsibilities among the various intelligence organizations which respond to these needs, and the adequacy of the resulting products; to prepare appropriate recommendations for improvement in the timely responsiveness of S&T end products to consumer needs.

APPROACH: This study is to respond to the Presidential charge of 5 November 1971 that the Director of Central Intelligence prepare a "comprehensive program focused upon improving the intelligence process and product."

Review of scientific and technical intelligence production is an important part of this program because of the resources involved and the intimate relationship between foreign S&T intelligence and U.S. RDT&E on new or improved weapons systems. Not only is the collection and processing of foreign S&T information a major part of intelligence community expenditures, but the S&T production effort alone represented expenditures of [redacted] and the activities of [redacted] in Fiscal Year 1971. 25X1A

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It is proposed that the study be accomplished in two parts:

- a. The initial effort will be an assembly of data. This will be accomplished by the D/DCI/IC staff, but will involve the input of formatted lists of requirements and products from the intelligence organizations engaged in S&T production.
- b. The second part will be accomplished by an ad hoc task group, chairman to be designated by the D/DCI/IC, and including representatives of the departments and agencies engaged in S&T production. It is expected that representatives of the S&T production organizations of the military services would participate along with representatives from the military department, headquarters.

The resultant study would consist of three parts:

- a. A Summary and Recommendations.
- b. An annex, essentially descriptive in nature, indicating which agencies are producing what, with what resources, at what intervals, and for which customers. This annex would provide the information on which the second annex would be based.
- c. An annex which would assess whether the proper subjects are being covered, with an appropriate priority of effort and whether the production priorities are appropriate to user needs, and whether the division of subject matter responsibilities is optimum. The annex would include an evaluation as to whether customer needs could be better met, within resource constraints, by a more standardized presentation format (e.g., whether use of a standardized set of loose-leaf publications which could be up-dated as necessary would be more appropriate in some subject-matter fields than bound publications re-issued at fixed intervals). The DCID 1/2 Supplement, "U.S. Intelligence Objectives and Priorities," includes six S&T objectives and assigns them with respect to 41 foreign countries.

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Weighing the product effort in terms of response to these objectives and priorities would be involved in the study. Another facet would be examination of the relationships between S&T production for national intelligence purposes and that production which is linked in the military services with support for their departmental RDT&E activities.

APPLICATION  
OF RESULTS:

To be determined by the findings of the study.

It is expected, however, that the study will provide recommendations for NSCIC Working Group consideration out of which will come either proposed course of action for NSCIC consideration or for submission to the DCI for his consideration.

DEADLINE:

Not set.

Completion of the first portion of the study (the gathering of descriptive data) will be facilitated by prompt responses from the production organizations. Given this, it is expected that deliberations of the ad hoc task group could begin by early summer.

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